

ONE CHATTANOOGA

Strategic Plan

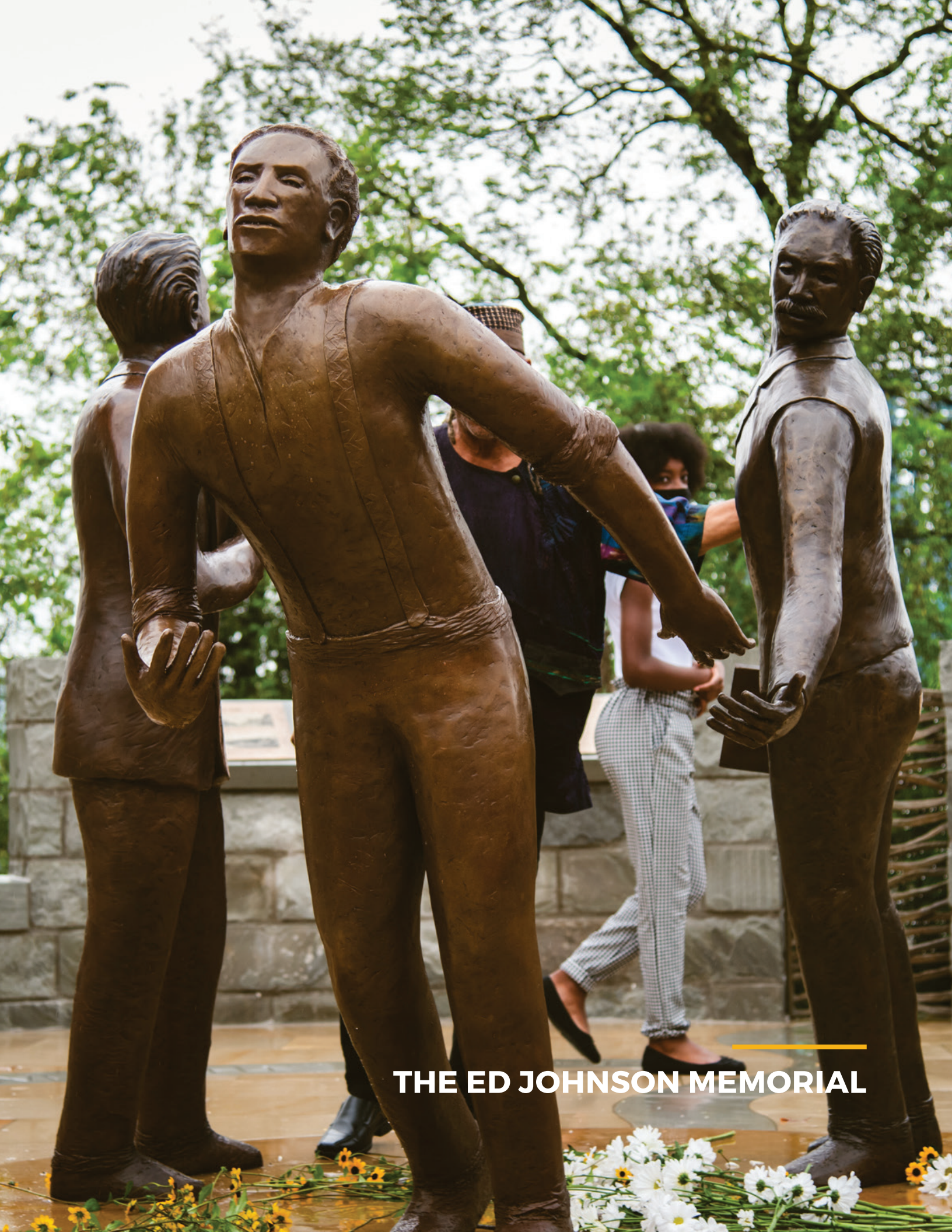
October 2021

CITY OF CHATTANOOGA
MAYOR TIM KELLY

ONE CHATTANOOGA

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THE ED JOHNSON MEMORIAL

About *Our Plan*

This is the first iteration of the City of Chattanooga's One Chattanooga strategic plan.

It describes the strategic direction, key priorities, values, and initiatives that define a vision of a community where all Chattanoogaans can thrive and prosper, along with the practical steps we must take to achieve it.

In this first iteration, Mayor Tim Kelly presents a vision informed by a nearly year-long campaign that engaged the public on their front porches, at forums, in community spaces, and at hundreds of public events. In addition, it is informed by Chattanooga's long-standing commitment to public input and community-led visioning efforts, including Velocity 2040, Chattanooga 2.0, Chattanooga Dream, and others.

This first iteration is just that—a first step.

It's a starting place for our partners and our residents to review, refine, and expand upon. This plan will provide annual objectives for the City of Chattanooga, with measurable metrics that define success and provide accountability to the public. Our hope is this can serve as the basis and framework for launching an annual community-wide conference, alongside our private and non-profit partners, to collectively review progress and adjust our course as needed.

clearer that local government faces complex problems and that city leadership on these critical issues matters. As Bruce Katz and Jeremy Nowak point out in ***The New Localism***, we also know that cities have never had more power to reshape their fates. Chattanooga is on the cusp of great opportunity, and together—as One Chattanooga—we can tackle them in partnership with one another.

This plan is designed to be a living document that holds our city accountable for achieving ambitious goals but is nimble enough to adjust to change and growth. It's a product of the many different communities, organizations, leaders, and residents who comprise our city and give us the capacity to be the best place in America to call home.

Amid a global pandemic, it has never been

What this
plan is

*And what
it isn't.*

“This plan is designed to be a **living** document that holds our city accountable for achieving ambitious goals but is **nimble** enough to adjust to **change** and **growth**.”

THE ONE CHATTANOOGA PLAN IS:

- **A BROAD VISION** for our city, informed by community-input, and designed to provoke action and dialogue in Chattanooga about our shared future.
- **A GUIDE** that points us toward ambitious goals and objectives, ensuring that Chattanooga lives up to its potential as a city where opportunity is available to every one of our neighbors.
- **SYSTEMS-FOCUSED**; Gaps in both opportunities and outcomes remain stubbornly broad in Chattanooga—driven by decades of poor policy choices, disinvestment in the Black community, and a failure to address the structural legacy of systemic racism. To address these challenges, we understand the need to change systems that perpetuate inequities, not simply apply the bandages of quick, superficial solutions.
- **IN CONSTANT REVIEW**; This plan will be regularly updated and given an annual refresh by Mayor Tim Kelly’s administration in partnership with Chattanooga City Council.
- **INFORMED BY PRIOR WORK**; Just because this work may be new to some of us doesn’t mean the work is new—this vision stands on the shoulders of brave, bold individuals who preceded us with a vision of Chattanooga as it should be.
- **BUILT ON THE BASICS**; This plan recognizes that local government provides essential services. Maintaining roads, picking up trash, synchronizing traffic signals—each are important in their own right, but ensuring these simple things are done well instills public confidence in the City’s ability to take on bigger and bolder challenges.

THE ONE CHATTANOOGA PLAN IS NOT:

- **A PLAN TO OVERRULE ALL PLANS**; we recognize Chattanooga’s good fortune to have a diversity of organizations and institutions pursuing their own plans and strategies. This plan is designed to be collaborative and supportive.
- **FINISHED**; in fact, this plan will never be “final,” and will be nimble, iterative, and constantly evolving to improve, at least annually.
- **PERFECT**; it’s just a starting point—with each update, this plan will become more sophisticated as we make new demands of ourselves and return to this framework collaboratively.
- **A QUICK FIX**; recognizing there are urgent needs, this work won’t happen overnight and requires a real commitment to systemic change.
- **AN EXCUSE TO SAY NO**; the plan shouldn’t stand in the way of common-sense ideas, innovation, or other work occurring in our city.
- **AN INSTRUCTION MANUAL**; while this plan outlines a broad vision and bold aspirations, we know our partners and other institutions will have to determine on their own if, what, and how to change to meet our shared goals.
- **A PLAN TO BE RUN BY CITY GOVERNMENT**; any durable social change must be built alongside the private and nonprofit sectors and broadly championed by the residents of Chattanooga. This plan is meant to inspire all Chattanoogaans.



LEADING WITH VISION

We don't yet have all of the solutions or a complete roadmap to guide the way there, so the path will be far from easy, but it will be worth it, because if we achieve it, we will have made Chattanooga the best city in America. **Together, we can make this vision a reality.**

The Challenge

We still have Two Chattanooga.

Chattanooga is a growing city with great potential that continues to attract attention and accolades from across the nation and the world. From Best Town Ever to Gig City, this city's reputation for innovation and a high quality-of-life make us the envy of communities across the country. New residents and businesses continue to arrive here while new amenities, restaurants, and activities similarly emerge to animate downtown. Chattanooga remains deeply involved and engaged in the future of our community, but prosperity and security remain out of reach for too many of our neighbors. Without a strategy and the will to act, these disparities will widen and our city will never reach its full potential.

As a Southern city, the legacy of racism and inequitable policies associated with the Jim Crow Era have left deep social and cultural scars in our community, manifested as disparities—or gaps—among our neighbors. Decades of divestment in our neighborhoods, compounded by national politics more interested in partisanship than people, has created a city where the experience of life can be vastly different depending on the ZIP code you're born into and the color of your skin—from health outcomes to economic opportunities.

National research shows Chattanooga is one of the worst cities in America to grow up poor. Outcomes for families who start behind but are willing to put in the work lag behind those of regional peers, similarly-sized cities, and even our neighboring counties. The healthiest community in Tennessee, Lookout Mountain, sits just a half-mile above the Alton Park neighborhood, with health outcomes are the second worst in the state.

As we look toward the future, our region continues to grow while critical infrastructure, like the roads and bridges that connect our communities, slide into disrepair. Many employers are struggling to recruit and retain workers as some of our most talented residents abandon Chattanooga for better opportunity in diverse metros like Nashville and Atlanta. In many cases, wages for working families aren't keeping up with the cost of housing, pushing people away from the viable prospect of middle class prosperity. And the workforce development needed to burnish skills and add to Chattanooga's earning power too often are simply unavailable.

These problems won't be easy to solve, but leaving them unaddressed is not an option. Our city prides itself on a legacy of public cooperation and collective action. Structural disparities give us an opportunity to refresh and redefine a new Chattanooga Way for today, genuinely engaging our community with an invitation to be involved rather than merely informed.

Chattanooga's future will be shaped by us—all of us—and we can choose whether to accept the fate of a divided city, or to take the bold steps necessary to realize One Chattanooga, together.

**NATIONAL RESEARCH SHOWS
THAT CHATTANOOGA IS ONE
OF THE WORST CITIES IN
AMERICA TO GROW UP POOR.**

1 in 4

Children are living and growing up in poverty in Chattanooga (**approximately 8,797 children**).

\$13,000

Difference in later-life annual income between white and Black children who grow up in a low-income household in Chattanooga.

39.5%

Local renters are housing-burdened, meaning they pay 35 percent of their household income or more on rent.

4X

Black residents are 4 times as likely to die from hypertension and hypertensive renal disease than whites in Hamilton County.

Bottom 9%

Chattanooga is ranked amongst the worst places in America in helping poor children up the income ladder.

Sources: 2019 U.S. Census Bureau, American Community Survey 1-Year Estimates; The Opportunity Atlas, Opportunity Insights; National Low Income Housing Coalition, Out of Reach 2021; Tennessee Report; Hamilton County Health Department, 2019 Picture of Our Health; The New York Times, The Best and Worst Places to Grow Up: How Your Area Compares (2015).

A Vision for

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FROM THE BEGINNING, Chattanooga has been a remarkable city shaped by a difficult history. From its early days as a trading post for white settlers, to the Cherokee Removal, to its tumultuous role during and after the Civil War, to the renaissance driven by new settlers who followed, this city has been driven by the tension between the optimism of our potential and the just dissatisfaction of those unable to participate in its progress.

And still today, too many in our community have been unable to share in Chattanooga's emerging prosperity. The disparities not only persist—in access to good schools, living wage jobs, and opportunity—but in some cases have widened. This plan recognizes that these gaps have resulted in two fundamentally different lived experiences in our city and, in many ways, two Chattanoogas.

How can we begin to change that? How can One Chattanooga be different for our neighbors, our community, and future generations? We believe we can achieve our vision of One Chattanooga by working to reconcile these divided realities with courage and honesty.

The Vision

In our Chattanooga, every child has equal access to an excellent education from cradle to career.

Our city is deeply invested and committed to providing high-quality education to every child in our community, regardless of their ZIP code, skin color, or family income. We must give students every opportunity to succeed and thrive—from learning their numbers and colors in their earliest years, to the post-secondary education that will carry them into a career. We can train and retain excellent teachers and early care providers who recognize each child has their own unique needs, talents, and aspirations. Chattanooga also recognizes that academic success begins at home, helping families to access the resources they need to provide a supportive environment that cultivates a love of learning.

In our Chattanooga, our economic success and prosperity will catalyze opportunity for all.

All Chattanoogaans can find a good job that provides a living wage, benefits, and the ability to advance. There is ready access to training and skill development for our young people, helping them get ahead in a rapidly changing, diversified, and increasingly-global economy. Family-owned small businesses, startups in technology and creative industries, and even our largest and

most well-known businesses will thrive in an economy built on an entrepreneurial spirit where everyone can access prosperity by applying their individual resilience, creativity, and initiative.

In our Chattanooga, all Chattanoogaans are secure in their homes and in their neighborhoods.

Accessible, safe, and quality housing options are available to every Chattanoogaan in every part of our city. Shared community and green spaces are abundant in each neighborhood, where local culture thrives and residents can connect with one another. Independent, locally owned businesses and fresh, healthy food are easily accessible. Threats of harassment, eviction, and homelessness have receded, to where all families and children can thrive in the neighborhoods that best meet their needs and lifestyles.

In our Chattanooga, entrepreneurs from every walk of life start and grow successful businesses and social enterprises in our city.

Businesses of all sizes and sectors thrive. Chattanoogaans pride themselves on living in a city where anyone willing to work can compete or manifest great ideas successfully, without barriers or burdensome red-tape. Entrepreneurs of all backgrounds

can access the capital they need to start and scale their businesses and social enterprises. These small and growing businesses hire right here in Chattanooga, investing and providing good paying jobs in their communities.

In our Chattanooga, we make the long-term investments that pave the way for sustainable, accessible, and equitable growth.

From a transportation system that can accommodate growth, to streamlined zoning codes and regulations, our city has a vision and a plan for steady, inclusive, quality growth. Our bridges and tunnels are in a state of good repair, our water and sewerage systems are clean and contemporary, and our utility grid is the most efficient in the nation, illustrating Chattanooga's commitment to sustainability. Both Downtown and our neighborhoods are supported by strategic capital investments, laying a foundation for thriving and prosperous communities citywide.

In our Chattanooga, communities thrive in an emerging green economy.

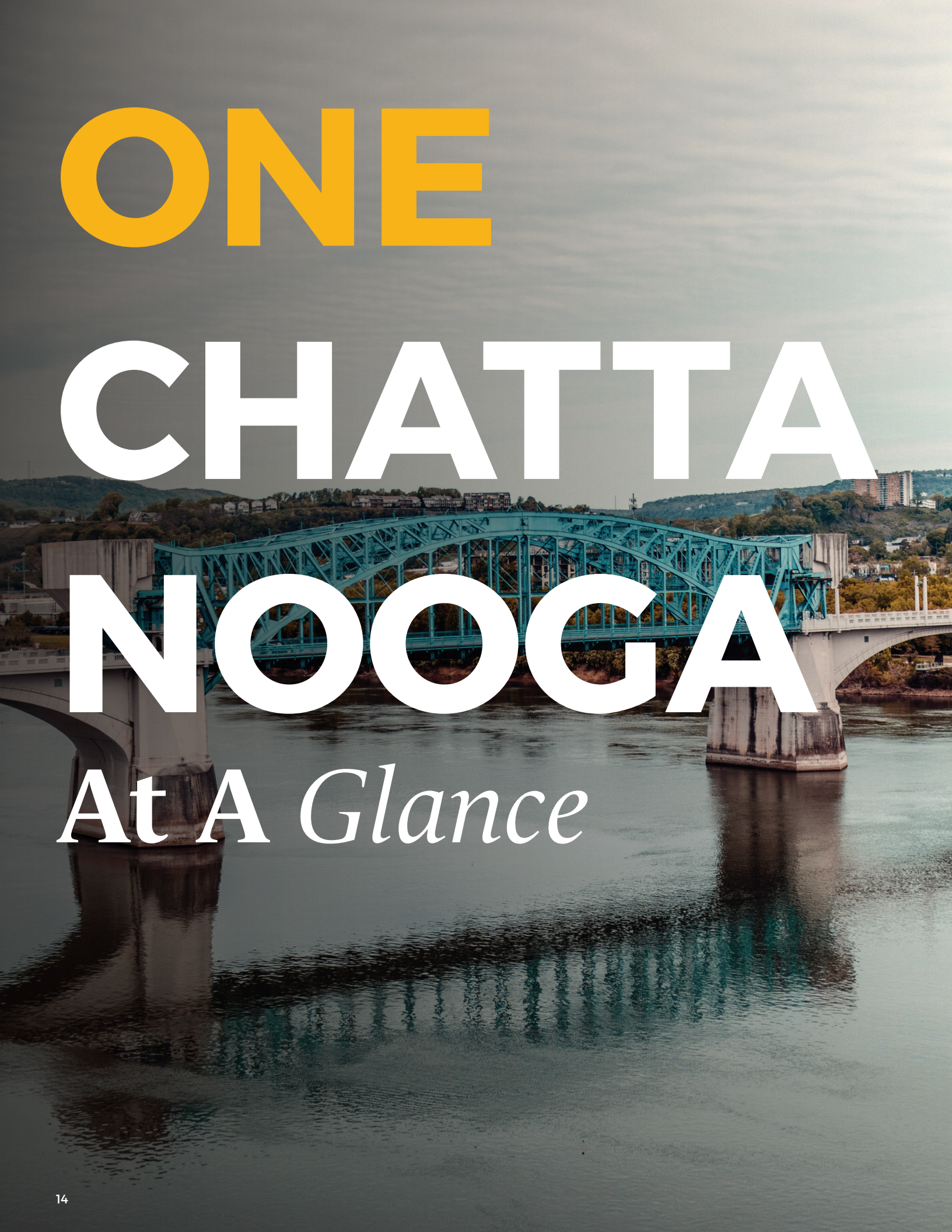
As the Earth adjusts to the realities of a changing global climate, Chattanooga has made the early investments necessary to position itself as a leader in resilience and innovation, ready to compete in an emerging green economy. Our buildings, transportation system, and businesses are powered by carbon-free energy. Our sewer and waste-management systems are optimized for sustainability. Chattanooga attracts entrepreneurs and companies that develop the technology, materials, and ideas that can make America more resilient and sustainable. All Chattanoogans benefit from these investments and our city's progress stands as a model for Tennessee and the Southeast.

In our Chattanooga, racism is defeated through love and understanding.

Reconciling our painful racial history starts by recognizing the promising beacon of our shared future at the personal level through sometimes difficult, but ultimately cathartic, local interactions and conversations. The City is committed to facilitating these conversations, relying on our faith community and our shared identity as Chattanoogaans to defeat the divisive rhetoric, bitterness, and misunderstandings that preclude our joining hands and working together toward a better future for all.

THOUGH AMBITIOUS, we are confident that this is an achievable vision of Chattanooga with time, investment, and determination. We don't yet have all of the solutions or a complete roadmap to guide the way there, so the path will be far from easy, but it will be worth it, because if we achieve it, we will have made Chattanooga the best city in America. Together, we can make this vision a reality.

Read on to learn more about how we'll realize One Chattanooga and join us as we carve out a path forward together.



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At A Glance

CHATTANOOGANS AREN'T AFRAID OF CHALLENGES, or forging our own path forward. Throughout our history, we've had to fend for ourselves and always leaned in and met the moment. While we're optimistic about the future and proud of the progress made so far, we recognize there is much more to be done to confront the critical challenges facing our city. Persistent poverty, gaps in educational opportunities and achievement, health disparities, gun violence, increasingly unaffordable housing, neglected infrastructure, and a shortage of good-paying jobs are but a few of the challenges we face.

On many of these issues, community leaders have put in work for years—in some cases, generations—and built a foundation for progress. For others, the problems are new and call for novel and innovative solutions. In both cases, our city must take action to realize a vision for a city that includes everyone in its prosperity.

The following pages outline key values, goals, and strategic initiatives that Chattanooga will undertake under Mayor Kelly's leadership to realize One Chattanooga.

ONE CHATTANOOGA will put our city on the path to shared prosperity and common purpose, with **7 goals and 40 key priorities**.

**BUILD A UNIVERSAL
PATH TO EARLY
LEARNING**

- 1.** Expand access to early learning for all children ages 0-5
- 2.** Integrate our early learning programs—from prenatal care to kindergarten
- 3.** Train the next generation of excellent early learning professionals
- 4.** Partner with Hamilton County Schools to provide high-quality learning opportunities and services for children and families

**CATALYZE THE
RESURGENCE OF THE
BLACK MIDDLE CLASS**

- 5.** Make Chattanooga an investment-ready early learning model for the nation
- 6.** Increase pathways to entrepreneurship and access to capital for all
- 7.** Create robust and accessible pathways to workforce development
- 8.** Commit to a meaningful and constructive reduction in recidivism
- 9.** Ensure City purchasing and procurement practices align with equity goals
- 10.** Advance the arts, culture, and the creative economy across Chattanooga
- 11.** Invest in historically underserved neighborhoods
- 12.** Involve the entire community in city planning and investment decisions
- 13.** Expand the inventory of affordable housing throughout the city
- 14.** Diversify the range of capital options available to develop affordable housing

**ENSURE ACCESSIBLE
HOUSING CHOICES FOR
ALL CHATTANOOGANS**

- 15.** Expand supportive housing resources to end chronic homelessness
- 16.** Support both tenants and housing providers with housing security and eviction prevention resources
- 17.** Preserve land for affordable housing in transitioning neighborhoods
- 18.** Ensure timely, equitable, and responsive repairs to potholes and aging roads

**IMPROVE LOCAL
INFRASTRUCTURE**

- 19.** Develop a strategic capital plan that includes long-term maintenance
 - 20.** Modernize our transit system and build a multimodal street network
 - 21.** Design Chattanooga for inclusive and sustainable growth
 - 22.** Expand access and connect our parks, trails, and greenways system
 - 23.** Invest in sustainable and resilient infrastructure
-

BUILD A COMPETITIVE REGIONAL ECONOMY

- 24. Attract good-paying jobs in growing economic sectors
- 25. Grow household incomes for all Chattanoogaans through workforce development and other skills-training
- 26. Ensure essential City workers are paid a living wage
- 27. Lead in the emerging green economy
- 28. Foster a welcoming, inclusive, and prosperous city for New Americans
- 29. Refine Chattanooga's competitive advantages and traded clusters relative to our regional peers and competitors

CLOSE THE GAPS IN PUBLIC HEALTH

- 30. Address racial and socioeconomic disparities in public health outcomes
- 31. Prevent violence in our community by addressing root causes
- 32. Support youth development with intentional support and opportunities
- 33. Destigmatize mental and emotional health
- 34. Ensure all Chattanoogaans have access to fresh, healthy, and affordable food
- 35. Leverage and improve outdoor spaces to advance public health
- 36. Streamline our city processes, prioritizing innovative approaches to public services

PROVIDE RESPONSIVE AND EFFECTIVE LOCAL GOVERNMENT

- 37. Increase opportunities for residents to engage local government
 - 38. Implement policies and practices to increase transparency and accountability
 - 39. Invest in the technology, platforms, and practices that allow Chattanooga to lead with resident involvement and engagement
 - 40. Advocate for local control over local policy and issues at the State and Federal levels
-

Every Chattanooga deserves the opportunity to succeed and thrive, regardless of place, race, or identity.

The Principles *of*

ONE

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These eleven principles serve as guideposts for an emerging culture within City government and the foundation for our strategic vision as a city. We start first with vision and principles, because as Peter Drucker famously said, “culture eats strategy for breakfast.” For that reason, these principles are firmly woven into the One Chattanooga vision.

01 Equity

While often misunderstood, equity recognizes there are gaps in opportunity that are remnants of an imperfect legacy and difficult history. By acknowledging that some communities have been historically neglected and require intentional focus and investment, Chattanooga can take essential steps toward building a more just and prosperous city.

02 Common Purpose Over Partisan Politics

At its best Chattanooga is a city with an incredible legacy of partnership and collaboration. When we come together to prioritize our common purpose rather than partisan divides, our residents can thrive. We are committed to a bold, transformative vision for the future and are willing to take the political risks necessary for getting things done for our community.

03 Urgency of Now

More than ever, our city must recognize what Rev. Martin Luther King Jr. called “the fierce urgency of now.” There are Chattanoogaans struggling to make ends meet and who depend upon our community’s ability to address these challenges and take action to realize lasting change. There’s no time to waste as we seek out and deliver on the needed solutions to make our city the very best version of itself.

04 Candor

Chattanooga must become a city that’s comfortable engaging in difficult conversations to benefit the public interest. Our culture of leadership will be one that learns from constructive criticism, and where missed targets and mistakes can be admitted. Through openness, honesty, and sincerity, Chattanooga will face its challenges head-on and adopt better ideas as they emerge. More than any other value, candor will drive local innovation and encourage institutional transparency.

05

Prioritizing Justice Over Charity

We need lasting change, not superficial solutions, which means must confront and address the policies and structural conditions that led to persistent gaps in opportunity, wealth, and justice. Chattanooga can and must commit to systemic solutions to realize this vision of One Chattanooga.

06

People First

Our governing approach puts people first, meaning placing priority on user experience whenever we design city services—even when it might seem small, like a parking app or reporting a pothole. It also means meeting people where they are, not expecting them to navigate complex and confusing red tape. By starting with the idea that local government should optimize for people and not the other way around, we can realize a more effective and equitable city.

07

Involved and Invested, not just Informed

Change moves at the speed of trust and trust is built by working together, in a true spirit of collaboration and involvement. That's why we strive to involve the community in our work, not just inform them of it. We will be placing a clear emphasis on public engagement and gathering community input to shape our initiatives and decisions. Lasting change is only possible when we project a vision that every Chattanooga can buy into and adopt, and when the public, private, and non-profit sectors all work together to accomplish our goals. Our city is stronger when every voice is heard.

08

Localism

We will intentionally prioritize Chattanooga, its people and local economy. This means focused approaches to the preservation of capital, opportunity, and talent here in the city, ensuring our neighbors are aware of the impacts of their consumer choices, and local philanthropy is more aware of their investment strategies. It also means putting local issues ahead of state and national politics, refusing to be divided by ideological divisions and abstractions. Localism will bring us closer to our neighbors, strengthening the diverse tapestry of peoples and values that will make Chattanooga the best place to live, work, and play in the United States.

09

Opportunity in the Service of Prosperity

Every Chattanooga deserves an opportunity to thrive, regardless of place, race or identity. That means every child can access a high-quality education, regardless of ZIP code. All our neighbors should feel safe and secure in their homes. No Chattanooga should face higher health risks or lower life expectancy because of where the circumstances into which they were born. Everyone in our city will be treated with dignity and respect and have a voice in our shared future.

10 Common Sense for Common Purpose

In an era of bitter partisanship in America, local government offers a beacon of hope. Practical solutions to Chattanooga's challenges can help us to transcend ideology and bring people together. Common-sense solutions in the service of a common purpose are at the heart of how we'll develop a shared sense of civic purpose. We can and will find the fortitude and confidence to change processes and policy in order to realize lasting change.

11 Respect

Without this most fundamental of social values, our work to build community is rendered impossible. Treating one another with genuine respect—despite our differences—opens the door to a world of possibilities, connections, and collaborations. Respect paves the way to understanding and a broadening of our perspective. Without it, our work is badly weakened by the lack of a strong foundation of mutual trust.

CHATTANOOGA'S FUTURE
WILL BE SHAPED BY US — ALL
OF US — AND WE ALONE CAN
CHOOSE WHETHER OR NOT
WE ACCEPT THE FATE OF A
DIVIDED CITY OR TAKE THE
BOLD STEPS TO REALIZE ONE
CHATTANOOGA, **TOGETHER.**

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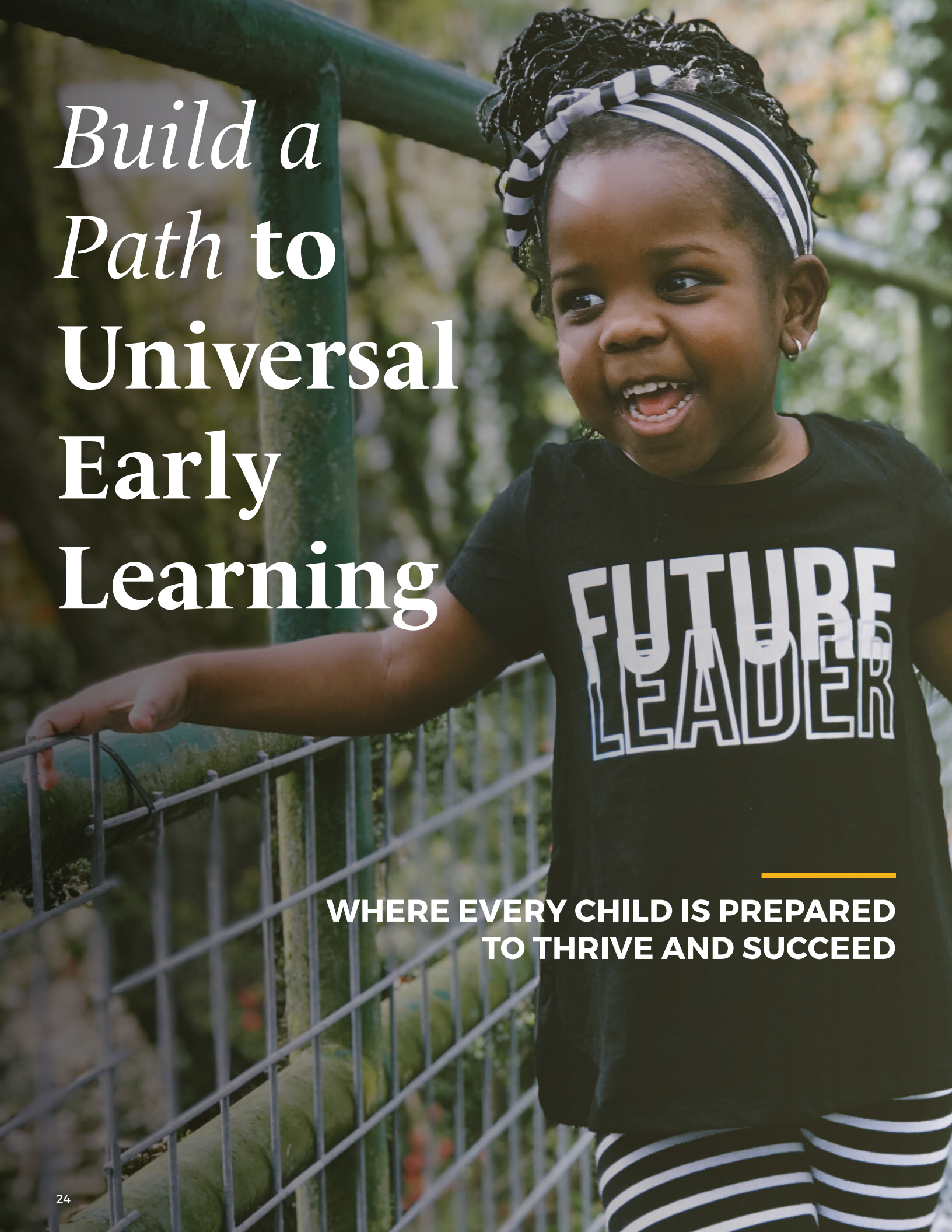
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Strategy

The **ONE CHATTANOOGA STRATEGY** consists of 7 goals and 40 priorities that comprise our strategy to realize our vision of a city where opportunity exists for all and where prosperity is plentiful. Each goal represents an aspiration for the city and offers initiatives and pathways for residents and local leaders, as well as a model for our peers across the nation.

Separate volumes outlining context, specific action plans, and data-informed background will be released as they are fully developed.

“By starting with the idea that local government should **optimize for people** and not the other way around, we can realize a more **effective and equitable city.**”



Build a Path to Universal Early Learning

**WHERE EVERY CHILD IS PREPARED
TO THRIVE AND SUCCEED**

DECADES OF RESEARCH tell us that the earliest part of a child's life is the most critical to future development and success. To eliminate gaps in educational outcomes, the City of Chattanooga will invest in creating a path to universal early learning for every child. From prenatal care to Pre-K, our city can lead the nation in creating a model early learning system that increases literacy, prepares students to succeed in school, and supports families with the opportunities and services they need.

CITY PRIORITIES:

1. Expand access to early learning for all children ages 0-5
2. Integrate our early learning programs—from prenatal care to kindergarten
3. Train the next generation of excellent early learning professionals
4. Partner with Hamilton County Schools to provide high-quality learning opportunities and services for children and families
5. Make Chattanooga an investment-ready early learning model for the nation



Catalyze the Resurgence of our Black Communities

**A BETTER WAY FORWARD FOR
BLACK CHATTANOOGANS**

BLACK CHATTANOOGANS still face the legacy of structural racism today. This challenge is compounded by other complexities requiring patient strategies to overcome. The City of Chattanooga will take an intentional approach to ensure Black Chattanoogaans can own a home, run a thriving business, and earn a great living. To achieve One Chattanooga, we must invest in Black communities, promote economic mobility, eliminate gaps, and grow Black wealth.

The City of Chattanooga will maintain and expand support for cultural resources, programs, and establishments where Black Chattanoogaans feel valued and welcomed. Whether it's through access to early childhood education, job training and entrepreneurship, or innovative solutions that attract and retain Black talent, we will build up and support the Black middle class by bridging the gaps between two disparate realities.

These strategies will benefit Chattanoogaans of all races and backgrounds, but particularly in the Black community where the middle class has been hollowed out as opportunity has drifted further away for too many families.

CITY PRIORITIES:

1. Increase pathways to entrepreneurship and access to capital for all
2. Create robust and accessible pathways to workforce development
3. Commit to a meaningful and constructive reduction in recidivism
4. Ensure City purchasing and procurement practices align with equity goals
5. Advance the arts, culture, and the creative economy across Chattanooga
6. Invest in historically underserved neighborhoods
7. Involve the entire community in city planning and investment decisions



Ensure Accessible Housing Choices for All Chattanoogaans

**WHERE EVERY CHATTANOOGAN HAS
AN AFFORDABLE PLACE TO CALL HOME**

EVERY CHATTANOOGAN has a right to a safe, affordable, and stable home. The City of Chattanooga will increase the supply of truly affordable housing, ensuring equitable access through a practical approach that is tailored to each neighborhood. This could mean pursuing zoning changes, designing incentives with community benefits, better utilizing existing public resources, or stakeholder partnerships. Common sense and a variety of tools can eliminate barriers and create affordable options while promoting health and wellbeing.

CITY PRIORITIES:

1. Expand the inventory of affordable housing throughout the city
2. Diversify the range of capital options available to develop affordable housing
3. Expand supportive housing resources to end chronic homelessness
4. Support both tenants and housing providers with housing security and eviction prevention resources
5. Preserve land for affordable housing in transitioning neighborhoods

A photograph of a construction site on a city street. In the foreground, a construction worker wearing a white hard hat, a high-visibility yellow safety vest over a blue plaid shirt, and blue jeans is walking and talking to a man in a light blue checkered button-down shirt and dark trousers. The man has his arms crossed. They are walking on a newly paved asphalt road. In the background, a yellow road roller is visible, along with orange and white traffic barrels. To the left, there is a red brick building with a green street sign that reads "BAILEY AV 1900". Large trees with green leaves are on the right side of the street under a clear blue sky.

Improve our **Local Infrastructure**

**WHERE WE BUILD A STRONG
FOUNDATION FOR THE FUTURE**

AGING INFRASTRUCTURE and poor planning hurts businesses, isolates vulnerable communities, and inhibits private investment. Chattanooga faces serious problems with maintaining our infrastructure. There's a magnitude of work needed to renew our roads, bridges, sidewalks, transit system, and greenway network. Many of the immediate needs are a matter of public safety as well as economic urgency. The City of Chattanooga will commit to revising its operating and capital budgets to reverse decades of infrastructure decline, leveraging best practices in paving techniques, and examining all planning decisions through an equity lens so that vulnerable communities are not left behind.

By incorporating ongoing feedback from residents and deploying all available funding, we can make the most of our resources. Transit, multimodal infrastructure, and technology can be leveraged to improve accessibility throughout the City, while enabling safe access and increased connections among neighborhoods, parks, and commercial districts. Budgets and planning that prioritize an increased investment in our roads and address the changing nature of mobility options will allow Chattanooga to develop and maintain the robust network of infrastructure needed to accommodate growth equitably and sustainably—all while building and maintaining neighborhood character.

CITY PRIORITIES:

1. Ensure timely, equitable, and responsive repairs to potholes and aging roads
2. Develop a strategic capital plan that includes long-term maintenance
3. Modernize our transit system and build a multimodal street network
4. Design Chattanooga for inclusive and sustainable growth
5. Expand and connect our local parks, trails, and greenways system
6. Invest in sustainable and resilient infrastructure



Build a Competitive Regional Economy

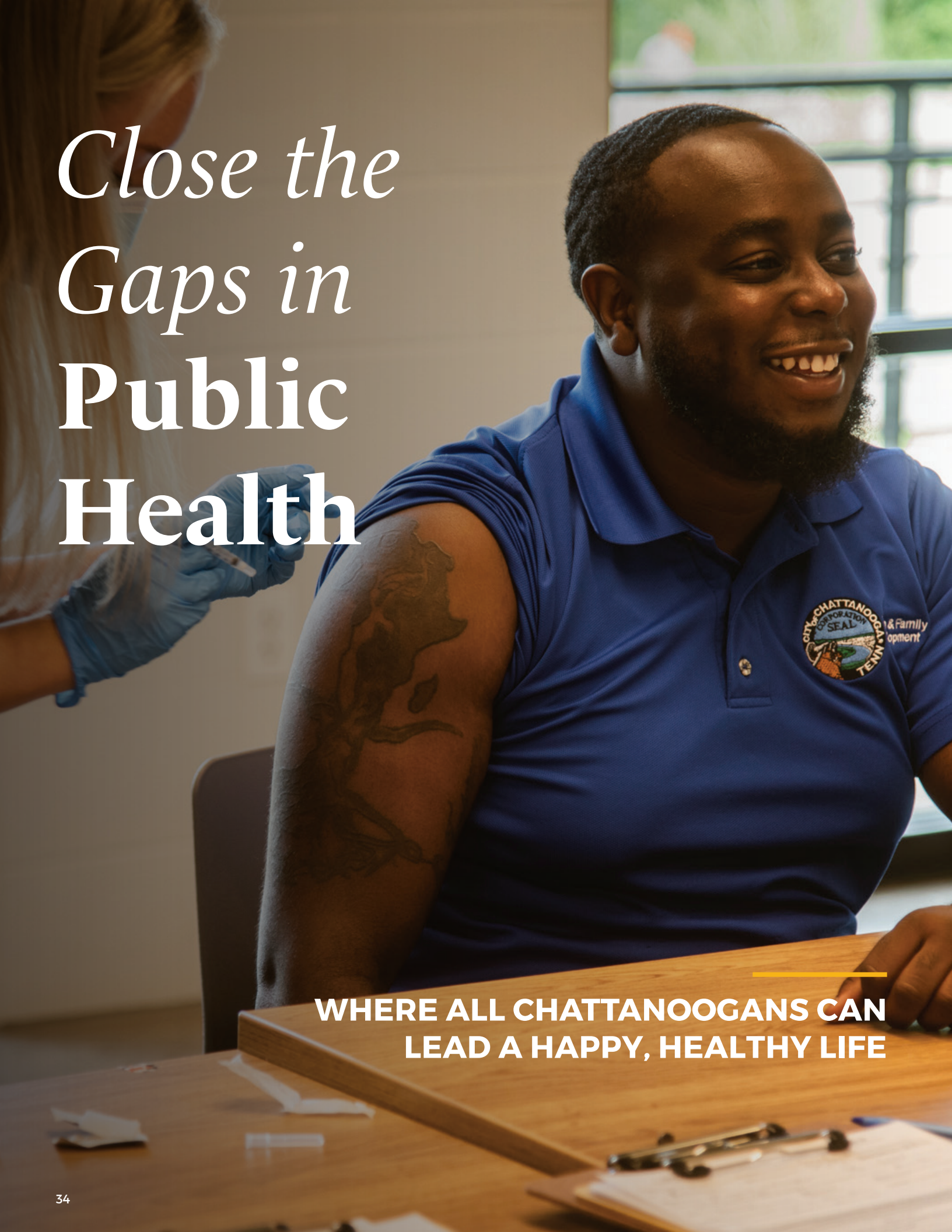
**WHERE OPPORTUNITY FOR ALL
CREATES ECONOMIC VITALITY**

CHATTANOOGA MUST BE A RESILIENT AND INNOVATIVE CITY ready to compete in and capitalize on a rapidly-changing economy. Wedged between larger regional metros with historically higher growth rates and better competitive positions, the urgency for us to sharpen our competitive advantages has never been greater. And for far too long, only a limited number of Chattanoogaans have had the realistic opportunity to share in what prosperity our city has enjoyed. By focusing on growing a healthy, sustainable economy, where residents of all backgrounds and education levels are able to obtain quality jobs and experience an improved quality of life, and strengthening our ability to be competitive within our unique geographic location, we will be able to engage in more intentional business recruitment, talent retention, and expansion efforts that will lead to prosperity that will be more broadly shared across Chattanooga.

We will promote equitable growth, financial strength, and upward mobility to grow our middle class by creating pathways to higher quality jobs, making workforce training and skill development more accessible, and diversifying the employment and education opportunities. From recruitment focused on expanding clusters, and incentivizing relocations based on true community benefit, to supporting local entrepreneurship and creative industries, our city is positioned to create an economy built on entrepreneurial spirit where everyone can engage and succeed.

CITY PRIORITIES:

1. Attract good-paying jobs in growing economic sectors
2. Grow household income for all Chattanoogaans through workforce development and other skills-training
3. Ensure essential City workers are paid a living wage
4. Lead in the emerging green economy
5. Foster a welcoming, inclusive, and prosperous city for New Americans
6. Refine Chattanooga's competitive advantages and traded clusters relative to our regional peers and competitors



Close the Gaps in Public Health

**WHERE ALL CHATTANOOGANS CAN
LEAD A HAPPY, HEALTHY LIFE**

DECADES OF DIVESTMENT, inequitable policies, and the legacy of racism means some Chattanoogaans experience a vastly different way of life than others, leaving them particularly vulnerable to negative health outcomes, diminished opportunity, and less resiliency. Throughout the COVID-19 pandemic, neighbors who were already experiencing health and safety challenges saw gaps widen as many were disproportionately impacted by the spread of the coronavirus. This most recent health crisis must be addressed, but the City must also work to understand the root causes of persistent disparities in health outcomes as well as the criminal justice system, then apply this knowledge toward addressing the physical and social determinants of health.

We will increase community-wide access to healthy lifestyle resources, increase public trust in first responder agencies, and eliminate policies that criminalize poverty. We will take on racial inequities, and improve social cohesion and economic mobility in order to support the wellbeing and longevity of our neighbors. Our approach will place values first, embed an equity-lens, and focus on improving the quality-of-life for all Chattanoogaans.

CITY PRIORITIES:

1. Address racial and socioeconomic disparities in public health outcomes
2. Prevent violence in our community by addressing root causes
3. Support youth development with intentional support and opportunities
4. Destigmatize mental and emotional health
5. Ensure all Chattanoogaans have access to fresh, healthy, and affordable food
6. Leverage and improve outdoor spaces to advance public health

A photograph of two men in a utility or industrial setting. They are both wearing high-visibility yellow safety vests over dark shirts and blue surgical masks. The man on the left is gesturing with his right hand towards a metal railing. The man on the right is looking down at something in his hands. They are standing on a walkway with a metal railing, and in the background, there are large windows and industrial equipment.

Ensure Responsive and Effective **Local Government**

**WHERE THE NUTS AND BOLTS
OF GOVERNMENT ARE DONE RIGHT**

TO ENSURE OUR LOCAL GOVERNMENT improves overall quality-of-life for our residents, the City commits to a process of continuous improvement and an effective, innovative, transparent, and collaborative local government. By implementing common-sense practices, Chattanooga can streamline services, optimize the use of technology to drive efficiency and productivity, facilitate high performance, and generate trust and transparency.

Because we know that effective and equitable local governance is only possible when all community voices are valued, we will create practical pathways to involve residents during planning and decision-making processes and strengthen engagement tactics to reach all neighborhoods. Through a commitment to common-sense solutions, community involvement, and excellence in the delivery of essential services, we will thoughtfully and strategically use economic, environmental, and equity lenses to meet community needs.

CITY PRIORITIES:

1. Streamline our city processes, prioritizing innovative approaches to public services
2. Increase opportunities for residents to engage local government
3. Implement policies and practices to increase transparency and accountability
4. Invest in the technology, platforms, and practices that allow Chattanooga to lead with resident involvement and engagement
5. Advocate for local control over local policy and issues at the State and Federal levels

Measuring for Success



**WHERE OUR CITY HOLDS ITSELF
ACCOUNTABLE AND PURSUES JUSTICE**

TO TRACK THE PROGRESS of the One Chattanooga vision and strategic plan, this plan establishes several key strategic indicators that serve as a compass and point us toward a more fair and just city:

GOAL AREA	INDICATOR	LATEST DATA	TARGET
EARLY LEARNING	Kindergarten Readiness	40% (2016)	INCREASE
BLACK MIDDLE CLASS	Black household income growth	+3.24% Δ (2019)	INCREASE
HOUSING	Chattanoogans housing secure	62.7% (2019)	INCREASE
INFRASTRUCTURE	Local roads rated “Good” or “Excellent”	56% (2020)	65%
REGIONAL ECONOMY	Mean hourly wage	\$22.71 (2020)	INCREASE
PUBLIC HEALTH	Fair or poor health	17% (2016)	DECREASE
RESPONSIVE GOVERNMENT	Resident Positive Tax Value	46% (2020)	INCREASE

INDICATORS

Strategic Indicators for One Chattanooga (2021)

